

**2012-2013 Framework for Cooperation between  
the United States Department of State's Bureau of Population, Refugees and Migration  
and the Office of the United Nations High Commissioner for Refugees**

**I. Introduction**

The Bureau of Population, Refugees, and Migration at the United States Department of State (hereinafter referred to as PRM) and the Office of the United Nations High Commissioner for Refugees (hereinafter referred to as UNHCR) have been working in formal partnership through a Framework for Cooperation since the year 2000 to provide protection, humanitarian assistance, and durable solutions to UNHCR's beneficiaries. They have a unique relationship: PRM has long been UNHCR's top donor, while UNHCR has been PRM's largest multilateral partner. PRM and UNHCR renew their bilateral Framework for Cooperation biennially to advance shared objectives.

This document begins with a discussion of shared global objectives and priorities. It then focuses on three elements: 1) the implementation of key UNHCR policies and programs; 2) the application of UNHCR's needs-based budgeting approach; and 3) the consolidation of UNHCR's results-based managerial reforms. It concludes by establishing a schedule of regular bilateral consultations and reporting on progress. It commits PRM and UNHCR to work together to achieve, by the end of 2013:

- a) Continued progress in the implementation of Age Gender and Diversity Mainstreaming (AGDM) through improved protection for vulnerable persons;
- b) Progress in advancing solutions for refugees in protracted situations and in implementing UNHCR's urban refugee policy;
- c) A decline in UNHCR's funding shortfall in its global biennial budget by 25% by the end of 2013; and
- d) Improved accountability, including through a fully functioning and effective results-based management system, including Excom member state access to Global Focus and strengthened oversight mechanisms.

In its entirety, this agreement constitutes policy commitments by UNHCR and PRM and is therefore not intended to be legally binding. In the interest of transparency it will be posted on the U.S. Department of State and UNHCR websites.

**II. Shared Global Objectives and Priorities**

UNHCR has identified 15 Global Strategic Priorities (GSPs) to inform its allocation of resources in 2012 and 2013. They are consistent with PRM's own 2012 and 2013 Bureau Strategic Plans -- particularly the GSPs related to protection and durable solutions, assistance, and resettlement. The PRM-UNHCR bilateral dialogue over the next two years will focus on these GSPs. Each GSP will be monitored through the use of targets called Global Engagements and the use of impact indicators. See section VI for more details. Of note, the targets for UNHCR's GSPs are based on the activities prioritized by country operations.

Within UNHCR's GSPs are three specific indicators that PRM has included in its annual performance plan and report. For these indicators, UNHCR and PRM have agreed on the following outyear targets:

1. The percentage of monitored camps in protracted refugee situations where the mortality rate of children under five (<5 MR) does not exceed emergency thresholds.

Targets:

- CY 2012: <5 MR does not surpass 1.5/1,000/month in 75% of monitored protracted refugee sites.
- CY 2013: <5 MR does not surpass 1.5/1,000/month in 77% of monitored protracted refugee sites.
- CY 2014: <5 MR does not surpass 1.5/1,000/month in 79% of monitored protracted refugee sites.

2. The percentage of surveyed camps in protracted refugee situations where global acute malnutrition (GAM) does not exceed 10%.

Targets:

- CY2012: GAM not to exceed 10% in 70% of surveyed households in Protracted Refugee Situations.
- CY2013: GAM not to exceed 10% in 73% of surveyed households in Protracted Refugee Situations.
- CY2014: GAM not to exceed 10% in 75% of surveyed households in Protracted Refugee Situations.

3. The percentage of the population of concern who have returned home or have been resettled to a third country.

Targets:

- CY2012: 65% of the population of concern have returned home or have been resettled to a third country
- CY2013: 67% of the population of concern have returned home or have been resettled to a third country
- CY2014: 69% of the population of concern have returned home or have been resettled to a third country

PRM monitors UNHCR on a regular basis, including through semi-annual field-based analyses of UNHCR's Country Operations Planning (COP) exercise. PRM will continue to share with UNHCR the results of these analyses and welcomes feedback from UNHCR on follow-up actions undertaken in response to PRM findings and recommendations.

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PRM welcomes the integration of AGDM-related issues into the Global Strategic Priorities. The 2010 evaluation of UNHCR's AGDM strategy identified several gaps in the implementation of the 2004-09 AGDM Action Plan. In light of these findings, UNHCR created a Forward Plan, which was finalized in January 2012 and aims to set out concrete and measurable actions for implementing the AGDM policy through 2016. Among other things, the Forward Plan lays down seven strategic results to be achieved over a five year period and reflects UNHCR's vision of a fully-mainstreamed AGDM approach. PRM will monitor the development of UNHCR's policy that sets out a clear vision for the mainstreaming of age, gender and diversity in the organization for all populations of concern and establishes indicators to verify when success is achieved, as well as strengthened oversight by senior managers and the Executive Committee. PRM and UNHCR will continue consultations on AGDM-related issues, including prevention and response to gender-based violence (GBV), children and youth issues, as well as strengthening focus on persons with disabilities, as implementation of the Forward Plan progresses. PRM encourages UNHCR to use relevant Sphere and Interagency Standing Committee principles on protection and gender to guide its response to the needs of women, youth and children.

### **III. Implementation of Key UNHCR Policies and Programs**

UNHCR continues to develop policies to address the changing nature of displacement (especially with regard to urban refugees and mixed migratory flows), to draw attention to forgotten populations of concern (like those in protracted refugee situations and those who are stateless), and to protect its staff and beneficiaries in an increasingly insecure environment using appropriate risk-based analysis and approaches. PRM attaches great importance to these initiatives and urges UNHCR to focus its limited resources on core mandate responsibilities for the protection of refugees and stateless persons, as well as its responsibilities for protection and assistance to conflict-affected IDPs under the UN cluster system as cluster lead agency for protection, emergency shelter, and camp coordination and camp management. The United States has shared its expectations paper with UNHCR as the protection cluster lead agency and coordinator, and with UNICEF, the Office of the UN High Commissioner for Human Rights, the UN Population Fund, and the Office for the Coordination of Humanitarian Affairs, given their roles in the protection cluster and broader UN cluster system. The United States, along with other key donors, places great importance on the IASC efforts at humanitarian reform and will continue to track developments and progress with the cluster system.

PRM and UNHCR will work together to achieve solutions for refugees in protracted situations, including through mobilizing support for the UNHCR-UNDP Transitional Solutions Initiative, and to ensure adequate protection, assistance and, whenever possible, durable solutions for refugees in urban environments, as per UNHCR's 2010 urban refugee policy. PRM encourages UNHCR to report how much of its budget was directed at urban populations, where the funding was spent, and how this has impacted ongoing programming. In areas where work with urban refugees is already the norm, we encourage UNHCR and other partners to explicitly identify such activities and programs in the budget and reporting. Advancing solutions for refugees in protracted situations is a shared priority and one that will require both support from PRM at the political level, as well as appropriate interventions by UNHCR in the field. PRM and UNHCR will also work together to continue mobilizing support for and global attention to

stateless populations, including within UNHCR's budget and prioritization exercise, urging governments around the world to provide legal documentation to stateless persons, protect them from abuse, ensure they have access to basic services, and where appropriate, amend nationality laws that create or contribute to statelessness.

#### **IV. UNHCR's Needs-Based Budgeting Approach**

UNHCR's budget structure is divided into four pillars: refugees, stateless persons, reintegration activities and internally displaced persons (IDPs). The budget is based upon needs (rather than projected income). In 2012, UNHCR's overall budget is slightly under \$3.6 billion; in 2013 it is just over \$3.4 billion; these figures will be revised during the course of 2012 and 2013 to reflect the changing needs and circumstances on the ground.

Recognizing the need for early and predictable funding, PRM will strive to provide flexible and early contributions to UNHCR that will be applied to all four pillars. PRM had traditionally defined its fair share contribution to UNHCR as between 22 and 25 percent of UNHCR's annual budget, which had been based on projected income. Given its restructured budget which is now based on needs, PRM's contributions have been closer to 18-19 percent of UNHCR's annual budget. PRM is committed to continue to providing a robust, fair share contribution to UNHCR's annual program budget. This level of support is contingent upon funding availability as well as UNHCR's demonstration of needs and results.

UNHCR should make every effort to ensure that any funding increases by the United States would come with corresponding increases by other donors in order to accurately reflect the U.S. 'fair share' approach. PRM and UNHCR will work together to expand UNHCR's donor base and to increase government, private sector, and pooled funds contributions. Through these efforts, UNHCR will aim to decrease its funding shortfall from 40 percent of its global biennial budget at the end of 2011 to 25 percent at the end of 2013.

#### **V. Consolidation of UNHCR's Results-Based Managerial Reforms**

In order to be more responsive and accountable to its donors as well as to populations of concern UNHCR has, through a multi-year reform process, transitioned into a results-based organization. It is critical that UNHCR be able to show the impact of U.S. and other donors' funding as well as to demonstrate the consequences of unmet needs. In this regard, PRM stands ready to assist with UNHCR's efforts to launch a fully functioning and accessible results-based management system, including Global FOCUS. This online web portal will provide access to regularly updated operational information on selected UNHCR operations sourced from the *Focus* operations management database application. PRM welcomes the final phases of the reform process initiated in 2011, notably the reorganization of the Division of Information Systems and Telecommunication (DIST) to be able to better serve its users as well as of the Division of International Protection (DIP), and the final steps of consolidation of Human Resource Management reform efforts. PRM believes that the reforms have been appropriate and are beginning to show tangible results in institutional performance. UNHCR notes PRM's continued concerns with ensuring sufficient technical staffing capacity and presence at all levels, including Headquarters, and is committed to addressing any identified structural gaps and

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weaknesses in the field and in Headquarters, but will do so cautiously and with maximum flexibility to avoid creating a significant bureaucratic apparatus, especially given the high cost of creating and maintaining Headquarters positions. PRM will continue to encourage UNHCR, both bilaterally and in governance fora, to implement a Global Needs Assessment-based budget for headquarters to meet outstanding needs in staffing, capacity, and expertise.

Consolidation of the many reforms instituted over the past five years is a shared priority of UNHCR and PRM in the coming biennium. Ensuring continued progress in addressing gaps in the accountability framework, enterprise risk management, results-based management, and financial and program control have been identified as key areas of focus. PRM notes the High Commissioner's stated intention to maintain a streamlined structure to address the multiple recommendations for reform, particularly those highlighted by the Board of Auditors in their 2011 final report. Given the far-reaching nature of the recommendations in that report, the response will require new structures, policies, and mechanisms involving multiple divisions, including: the Division of Program Support and Management (DPSM), the Division of Financial and Administrative Management (DFAM), the Policy Development and Evaluation Service (PDES), and the Inspector General's Office (IGO), as well as the newly-created Independent Audit and Oversight Committee (IAOC). As mechanisms and procedures are developed and implemented, UNHCR will ensure that there is no overlap and duplication of efforts. PRM will request regular updates on reform initiatives and progress. PRM and UNHCR will work together with other Executive Committee Members to ensure the consideration and, where appropriate, full implementation of key recommendations made by DFAM, PDES, DPSM, the IGO, and others.

PRM will also closely follow the work of the Board of Auditors, their assessments of progress in addressing identified gaps, and the recommendations they will continue to present to UNHCR. Although the 2011 report of the Board of Auditors on the 2010 accounts received an unqualified opinion, PRM and UNHCR share a commitment to address the many issues flagged in their report, particularly those related to implementation of UNHCR's protracted refugee situations strategy, durable solutions, ongoing financial accountability and management gaps and the consolidation of multiple reform processes of the past five years. PRM welcomes the development of a risk management approach in the organization, and looks forward to receiving regular updates on follow-up to recommendation areas by the Board of Auditors.

## **VI. Management and Reporting on Global Strategic Priorities**

To better demonstrate impact and effectiveness in a quantifiable way, UNHCR has strategically identified the most relevant priority objectives and indicators that all operations engaged in these GSP areas will be required to report on in the coming biennium. All key operations will report on this simplified sub-set of the most relevant objectives and indicators in the coming biennium - 7 GSPs will be field-based and 8 GSPs will be Headquarters/Regional-based. By grouping the situations using these common indicators, UNHCR anticipates that the establishment of levels of Global Engagement will provide a lens through which to view and measure developments in priority areas

### **a. Commitment to the Global Strategic Priorities**

As in previous years, operations have integrated the Global Strategic Priorities (GSPs) into operations plans based on the operational context and the needs outlined through Global Needs Assessments. To address concerns regarding the reporting against the GSPs for 2010 and 2011, UNHCR has placed considerable effort in verifying field operations commitments, which in the coming biennium will be self-selected by operations to reflect the specific contexts and goals. A preliminary review of commitment levels and GSP data for each operation is conducted by regional bureau as part of the Annual Program Review in April-May each year, followed by a final verification with DPSM/Pass in October/November prior to the release of detailed planning instructions for the following year. This ensures that the streamlined sub-set of operational GSPs are adequately integrated into implementation in line with resource levels at the start of calendar years.

As the biennium evolves, Regional Bureaus, supported by DPSM, the Division of International Protection, the Division of External Relations and the Organization and Developmental Management Service, will continue to provide advice to the field and oversight regarding the indicators selected as well as on narrative reports to ensure greater coherence in results. For their part, operations have undertaken to fine-tune monitoring and reporting, by ensuring that GSP indicators for 2012 are integrated into implementation arrangements with partners and existing monitoring systems, so that the situation of populations of concern in priority areas is regularly tracked. Updated guidance on the use of GSP indicators and narrative reporting has been shared with field operations to facilitate the collection and analysis of quality data.

Operations have prioritized relevant objectives and outputs linked to the achievement of GSPs within their prioritized activities, and are expected to maintain or upscale activities throughout the biennium with available resources. As many offices in the field address the needs of several different populations, this prioritization is done at the level of specific refugee, IDP, stateless and returnee population groups. These operations have set specific baselines and targets for each GSP in order to report on the level of progress that UNHCR and its implementing partners will achieve.

b. Tracking the Global Strategic Priorities through Global Engagements

UNHCR has grouped the operations pursuing work in the different GSP areas, using common indicators, to establish levels of Global Engagement. In other words, the Global Engagements are compilations of operations that have selected the specific GSPs and are using the same indicator to measure progress. The new Global Engagements strategy differs from the previous methodology, which relied on Global Targets, in two key respects. First, Global Engagements cover all operations that have prioritized the GSP area. Experience in the 2011-12 biennium found that pursuing global targets can steer the emphasis towards only a smaller number of operations where full progress can be made, with subsequently less attention paid to other operations. One of the most significant challenges faced by UNHCR is maintaining acceptable levels of protection and assistance in challenging and/or under-resourced environments. The use of the Global Engagements strategy therefore is intended to broaden the attention given to GSPs to cover all operations working in a given area, especially in those where

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the situation is critical. Secondly, Global Engagements show the extent to which a given GSP is being pursued in an operation. They will be tracked on the basis of country-level baselines and targets as opposed to an aggregated global target. Reporting will therefore show global views of criticality and progress for the various GSP areas based on country level baselines, targets and results. These views will show broad levels of protection and achievement across UNHCR's operations that cannot be sufficiently represented only in an aggregate result.

The Organization will closely monitor progress towards the targets set by operations at the country level in order to gauge overall developments in raising standards for persons of concern. The scope of each Engagement varies in line with the nature of challenges being addressed by UNHCR's operations. Simply put, the number of operations that have selected a GSP objective and its corresponding indicator reflects the depth of UNHCR's engagement across the world.

Reporting on Global Engagements will highlight overall results among the countries reporting – both positive and negative – of the work carried out by UNHCR and its partners in priority areas. Progress on situation-level targets will be compiled to show broad levels of achievement. For each Engagement, UNHCR will provide PRM with an overview of the number of situations where improvements are made, based on the baselines and targets set within the prioritized activities. Specific examples of achievements based on country-level baseline information will be included in the narrative to place overall results into context. UNHCR will also highlight transparently the number of operations that are not achieving progress in raising protection standards for persons of concern and reasons why achievements were not met. This information will be used to jointly identify lessons learned and areas for improvement. Global Engagements will enable UNHCR to track and report back more comprehensively on how UNHCR overall has progressed towards the targets set by the different operations, and serve to consolidate results orientation. The GSPs are a central component of UNHCR's reforms to entrench results-based management (RBM) in UNHCR's operations (accompanying the introduction of the Results Framework, FOCUS, the Global Needs Assessment and the new pillar budget structure) and continue to inform the prioritization process. Lessons learned in monitoring and reporting on the GSPs have been used to inform broader efforts to consolidate RBM. This has included efforts to streamline reporting, the introduction of a more focused set of priorities and developing improved views and use of results.

As noted above, specific baselines and targets will be set for the GSPs which focus on support and management, given that these are delivered by Headquarters and Regional Support operations. The support and management GSPs highlight key areas for strengthening management functions and support to the field.

The Global Engagements strategy is considered useful as it provides an overview of progress across UNHCR's operations. While global targets set for each GSP previously focused on a limited number of situations that were identified for particular improvement, the intention of the Global Engagements is to steer as many operations as possible towards priority areas and transparently report on overall levels of performance. By focusing on a narrower set of priorities, but ensuring broader operational coverage, the Global Engagements will also allow UNHCR to place continued emphasis on situations where improvements are achieved over several biennia,

as well as situations where maintaining existing protection standards requires constant attention, and possible financial and human resource adjustments. In this way, the Global Engagements are anchored within UNHCR's overall results-based management strategy, allowing the organization to clearly identify performance gaps, troubleshoot problems, and ensure resources are channeled to areas most in need of improvement.

Like UNHCR, PRM anticipates that a new, simplified approach of reporting on targeted GSPs will better enable UNHCR to report on overall progress, and in turn be able to better communicate results to its stakeholders. As the Global Engagements are embedded within the existing structures and in FOCUS, they will streamline and harmonize reporting requirements on UNHCR's key priorities. UNHCR and PRM will continue to track progress on this new approach through bilateral consultations.

## **VII. Communication and Partnership**

In pursuit of meeting the goals and achieving the results articulated under this Framework, UNHCR and PRM will remain committed to continuous information sharing and cooperation at all levels. UNHCR colleagues in the field will work closely with PRM Regional Refugee Coordinators and Embassy-based staff to keep PRM informed of developments on the ground, to involve PRM in the annual Country Operations Planning exercise, and to communicate achievements and challenges throughout the year. UNHCR Headquarters-based staff will continue to work closely with the U.S. Permanent Mission in Geneva and to regularly share information and discuss strategies and plans. UNHCR's Regional Office in Washington, DC, will remain the primary U.S.-based interlocutor with PRM's Washington, DC-based staff, and the Donor Relations and Resource Mobilization (DRRM) Service at Headquarters and the Refugee and Migration Affairs (RMA) Office at the U.S. Permanent Mission in Geneva will manage all funding-related communications and matters.

UNHCR acknowledges U.S. concerns regarding appropriate representation of U.S. Nationals in the organization. While fully respecting relevant UN Rules and Regulations, UNHCR fully intends to continue to make every effort to attract and promote the U.S. interest in employment with UNHCR by providing information on external vacancies via the Internet and other fora, widely disseminating the eligibility criteria for UNHCR regular employment and the Junior Professional Officer program. In accordance with UNHCR Human Resources rules and regulations, UNHCR is committed to ensuring that all staff, including American nationals, is considered for promotion. UNHCR is also committed to reviewing the level of retention of American staff and, in consultation with PRM, to undertaking an "awareness-raising" tour in various U.S. cities.

## **VIII. Bilateral Consultations and Reporting**

PRM and UNHCR will continue to hold semi-annual Framework discussions on policy and program issues identified in this agreement. Mid-year Framework discussions will take place in June, while end-of-year Framework discussions will take place in December. PRM and UNHCR will prepare a joint written report following the mid-year and end-of-year discussions.

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In the fall of 2013, the Framework for Cooperation document will be revised to cover 2014-2015.

Reflecting the principles of Good Humanitarian Donorship, PRM believes that -- with exceptions noted below -- standardized UNHCR reporting on its GSPs and performance targets will satisfy PRM requirements in 2012 and 2013. In addition, UNHCR will provide PRM with survey and surveillance data on Crude Mortality Rates (CMR) and Global Acute Malnutrition (GAM) for refugees. Given the importance of this data for shaping evidence-based policies and programs, UNHCR agrees to provide the following reports on or before associated dates as follows in 2012 and 2013.

Report	Drafter	Due Date 2012 & 2013
<b>Contributions:</b> Reporting on USG broadly earmarked contributions for the previous year.	UNHCR	January 15
<b>Health Update:</b> A report on: 1) HIS data on all camps and in all countries where HIS is functioning disaggregated by site, and 2) an updated list of all nutrition surveys and mortality surveillance/surveys conducted by UNHCR and its partners	UNHCR	February 1
<b>Budget Forecast:</b> UNHCR out-year budget forecasts	UNHCR	February 27
<b>2011 Performance Update:</b> Annual report on Framework-related priority performance results for GAM, CMR, registration and refoulement targets for 2011, and baseline data for durable solutions, GAM, <5 MR (listed on page 2, with targets as stated). <b>2012 and 2013 Performance</b>	UNHCR	March 15
<b>Update:</b> Annual report on Framework-related priority performance results for durable solutions, GAM, <5 MR (listed on page 2, with targets as stated)		
<b>Contributions:</b> Reporting on USG broadly earmarked contributions for the previous quarter (January to March)	UNHCR	April 15
<b>2012 and 2013 Performance Update:</b> Update on GSP results (as per Annex I) as well as GAM, <5 MR and durable solutions indicators (listed on page 2, with targets as stated). Final prior year results.	UNHCR	June 1
<b>Framework Update:</b> Briefing materials to support the mid-year Framework discussions structured according to the agenda for the framework talks.	UNHCR	June 15
<b>COP Analysis:</b> PRM feedback on UNHCR's Annual Country Operations Planning Process	U.S.	June 15
<b>Framework Consultations Report:</b> Joint report on mid-year Framework discussions	Joint (U.S. to draft)	July 15
<b>Health Update:</b> A report on: 1) HIS data on all camps and in all countries where HIS is functioning disaggregated by site, and 2) a compilation of all nutrition surveys and mortality surveillance/surveys conducted by UNHCR and/or UNHCR's partners	UNHCR	July 15
<b>Contributions:</b> Reporting on USG broadly earmarked contributions for the previous quarter (April to June)	UNHCR	July 15
<b>Contributions:</b> Reporting on USG broadly earmarked contributions for the previous quarter (July to September)	UNHCR	October 15
<b>Framework Update:</b> Progress report in advance of end-of-year Framework discussions, structured according to the agenda for the framework talks.	UNHCR	November 30
<b>Framework Consultations Report:</b> Joint report on end-of-year Framework discussions	Joint (HCR to draft)	January 15

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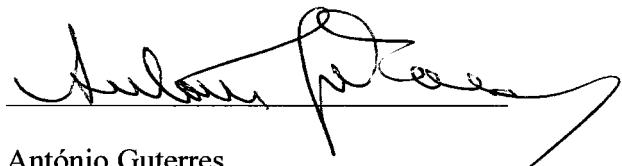
### IX. Conclusion

In closing, PRM and UNHCR confirm their commitment to remain strong partners to protect and find durable solutions for the millions of refugees, stateless persons, IDPs, and other persons of concern around the world. This Framework for Cooperation will remain valid until December 31, 2013.



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United States Department of State

Date: May 3, 2012



António Guterres  
High Commissioner  
United Nations Office of the  
Commissioner for Refugees

Date: May 3, 2012

Annex I: UNHCR's 2012-2013 Global Strategic Priorities

ANNEX I

UNHCR's 2012-13 OPERATIONAL GLOBAL STRATEGIC PRIORITIES (Sub-set)

<p><i>UNHCR is engaged, as a matter of priority, to assist Governments and work together with UN agencies, non-governmental organizations, communities, and other partners to:</i></p>	
1. Access to territorial protection and asylum procedures; protection against refoulement; and the adoption of nationality laws that prevent and/or reduce statelessness	Extent law and policy consistent with international standards Seek improvements to national law and policy in 112 countries so as to be consistent with international standards concerning refugees, asylum seekers and internally displaced persons
2. Reducing protection risks faced by people of concern, in particular discrimination, sexual and gender-based violence and child recruitment	Extent law consistent with intl. standards on prevention of statelessness Seek improvements to citizenship laws in 69 countries so as to be consistent with international standards on the prevention of statelessness Provide and seek improved provision of support to known SGBV survivors in 86 refugee situations Provide and seek improved provision of support to known SGBV survivors in 7 returnee situations Provide and seek improved provision of support to known SGBV survivors in 17 situations where UNHCR is operationally involved with IDPs Maintain or increase the participation of out-of-school adolescents in targeted programs in 27 refugee situations Maintain or increase the proportion of unaccompanied and separated refugee children for whom a Best Interest Determination process has been initiated or completed in 56 refugee situations
	% of UASC for whom a best interest process has been initiated or completed

3. Reducing malnutrition and anemia; addressing major causes of morbidity and mortality; and providing adequate reproductive health care	Prevalence of global acute malnutrition (6-59 months)	Maintain UNHCR standards or reduce levels of Global Acute Malnutrition in 36 situations where refugees live in camps or settlements
	Under-5 mortality rate (per 1000 population/month)	Maintain UNHCR standards or reduce mortality levels of children under 5 years old in 44 situations where refugees live in camps or settlements
4. Securing birth registration, profiling and individual documentation based on registration	% children under 12 months old who have been issued birth certificates by the authorities	Seek increase in the systematic issuance of birth certificates to newborn children in 48 refugee situations
	% of PoC registered on an individual basis	Maintain or increase levels of individual registration in 87 refugee situations
5. Meeting international standards in relation to shelter, domestic energy, water, sanitation and hygiene	% of households living in adequate dwellings	Maintain or increase the percentage of households living in adequate dwellings in 54 refugee situations
	% of households living in adequate dwellings	Maintain or increase the percentage of households living in adequate dwellings in 7 returnee situations
	% of households living in adequate dwellings	Maintain or increase the percentage of households living in adequate dwellings in 12 situations where UNHCR is operationally involved with internally displaced persons
	Average # of liters of potable water available per person per day	Maintain or increase the level of water supply in 44 refugee situations
6. Promoting human potential through education, training, livelihoods support and income generation	% of PoC aged 6-11 yrs enrolled in primary education	Maintain or increase the percentage of refugee children of 6 - 11 years old enrolled in primary education in 102 refugee situations

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7. Facilitating durable solutions	% of PoC with intention to return who have returned voluntarily	Support refugees to return voluntarily in 54 situations where conditions permit
	% of PoC opting for local integration who have locally integrated	Support local integration in 45 refugee situations where conditions permit
	% of identified individuals departed for resettlement	Seek to maintain or increase the percentage of persons whose applications are submitted for resettlement that depart for resettlement; thereby supporting solutions for refugees in some 73 situations

## 2012-13 SUPPORT AND MANAGEMENT GLOBAL STRATEGIC PRIORITIES

8. UNHCR's programmes are carried out in an environment of sound financial accountability and adequate oversight	Improved financial management and reporting capacity both at headquarters and field operations IPSAS (International Public Sector Accounting Standards) compliant financial statements published for 2012 and 2013 Formal corporate risk management framework and strategy adopted Independent Audit and Oversight Committee established and fully functioning	
9. UNHCR meets the global operational demand for quality protection for persons of concern	Global protection capacity strengthened through policy and legal advice, learning and partnerships	
10. Programme implementation is supported by timely, effective and predictable delivery of information and telecommunications services	Field operations have access to reliable, fast and secure Information and Communication Technology networks and tools	
11. UNHCR makes effective use of, and contributes to improving humanitarian coordination mechanisms	Effective leadership established for cluster and inter-agency coordination at global and operational level	

<p><b>12. Results-Based Management informs operational decision-making and resource allocation</b></p>	<p>Operational performance monitored and analysed with a focus on results, and support provided to the Field for adoption of RBM</p>
<p><b>13. UNHCR effectively prepares for, and responds to, emergencies</b></p>	<p>First delivery of protection and relief happens within three days from the onset of an emergency</p> <p>Emergency deployment of staff, including staff with appropriate leadership and management capacity, is predictable and immediate</p>
<p><b>14. UNHCR has a diverse and gender-balanced workforce, which performs effectively</b></p>	<p>Overall gender balance achieved</p> <p>Staff members meet their learning needs</p> <p>Assignments are made in an efficient and timely manner</p> <p>Compliance achieved in respect of performance reporting</p> <p>Staff are committed and satisfied with their work</p>
<p><b>15. UNHCR mobilizes public, political, financial, and operational support through effective strategic partnerships, inter-agency coordination, multi-media communication, targeted campaigns and fund-raising strategies</b></p>	<p>Resource mobilization strategies increase funding towards the UNHCR's Budget</p> <p>Partnerships with UN agencies, NGOs and the humanitarian system are strengthened</p> <p>Strategic external communication implemented through targeted multi-media campaigns and timely public updates</p> <p>Information on operations made accessible in transparent manner to external stakeholders</p>